SRF
CONSULTING GROUP, INC.

Joseph J. Kern
Principal

Areas of Expertise:

Transportation Planning
Transit Planning
Parking Analysis
Travel Forecasting
Intelligent Transportation Systems
Public Involvement
Market Research

Education:

B.S.C.E., University of Wisconsin, 1977

Affiliations:

Institute of Transportation Engineers
Transportation Research Board
North Central Section–Institute of Transportation Engineers (past President)

Overview:

Mr. Kern has more than 20 years of experience in a broad spectrum of transportation planning activities and is responsible for management and technical analysis for transportation planning, parking analysis and transit planning projects. He has managed numerous complex transportation planning projects involving multiple jurisdictions and stakeholders, including managing corridor planning studies and special transportation projects. Mr. Kern oversees the Transit Planning, Travel Forecasting, Environmental Planning and GIS work groups at SRF. He is skilled at explaining technical aspects of transportation and transit to laypeople in both verbal and written communication and excels at project management. Prior to joining SRF, Mr. Kern worked at the Minnesota Department of Transportation as a Project Manager.

Selected Transit Projects:

29th Street Rail Trolley Study, Minneapolis, Minnesota
29th Street Busway Feasibility Study, Minneapolis, Minnesota
Bismarck-Mandan Transit Plan, Bismarck, North Dakota
Fargo Transit System Analysis, Fargo, North Dakota
Greater Minnesota Transit Market Research Study
Consolidation of Transportation Services Study, Northwest Hennepin County, Minnesota
Minnesota Intercity Bus Needs Study, Greater Minnesota
MTC Comprehensive Operations Analysis, Minneapolis and Saint Paul

Selected Transportation Projects:

TH 52 Subarea Pre-Design & Environmental Study, Oronoco to Pine Island, Minnesota
TH 52 Corridor Study, Southeastern Minnesota
76th Street Corridor Study, Richfield, Minnesota
Statewide Intermodal Transportation Plan, North Dakota
Lino Lakes Transportation Plan, Lino Lakes, Minnesota
Transportation Planning Study, University of Minnesota
St. Cloud External Origin/Destination Survey, St. Cloud, Minnesota
Minneapolis Central Business District Cordon Count, Minneapolis, MN
Downtown Transportation Study, Minneapolis, Minnesota
Airport Parking Analysis, Twin Cities, Minnesota
Downtown Parking Study, Saint Paul, Minnesota

Selected ITS Projects:

Kansas ITS Systems Study, Kansas Department of Transportation
Transportation Operations and Communications Centers (TOCC) Study, Greater Minnesota
ARTIC Operational Test, Arrowhead Region of Minnesota
Western Minnesota ITS Scoping Study and Deployment
St. Cloud ITS Scoping Study and Deployment, St. Cloud, Minnesota

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William Weber, AICP
Associate

Areas of Expertise:

Land Use Planning and Regulation

Comprehensive Planning

Strategic Planning

Commercial, Industrial and Neighborhood Revitalization

Zoning

Environmental Analysis

Bicycle System Planning and Design

Registrations:

American Institute of Certified Planners

American Planning Association

Education:

Master of Urban Planning, Michigan State University, 1975

B.A., Sociology, University of Notre Dame, 1972

Certificate in Real Estate Development, The National Development Council

Overview:

Mr. Weber has 30 years of planning experience. He practices in the areas of land use planning and regulation, comprehensive and strategic planning, commercial, industrial and neighborhood revitalization, zoning, environmental analysis, and bicycle system planning and design.

Comprehensive Plans:

Mr. Weber has prepared more than two dozen comprehensive plans for cities ranging from 10,000 to 200,000 population in eight states.

Cities in Minnesota: Brooklyn Park, Maple Grove, Minnetonka, Shakopee, Hopkins, Savage, Maplewood, St. Anthony, Brooklyn Center, Hutchinson, New Ulm, Oakdale and Vadnais Heights

Cities in Wisconsin: Green Bay, La Crosse, Eau Claire, Fond du Lac and River Falls

Others: Springfield, Missouri; Ankeny and Clive, Iowa; Oak Ridge, Tennessee; Roswell, New Mexico; Thornton, Colorado; and North Chicago, Illinois

Land use plans have been prepared for:

Anoka, McLeod, Renville, Sherburne, Washington and Stearns Counties, Minnesota

Pierce County, Wisconsin

Sweetwater County, Wyoming

Chaves County, New Mexico

Mr. Weber prepared the Mississippi Critical Area Plan for Minneapolis and participated in the Minneapolis Upper Mississippi River Corridor Master Plan.

Zoning ordinances written by Mr. Weber include:

Cities of:

Vadnais Heights, Oakdale, Brooklyn Center, Hutchinson and Lilydale, Minnesota

Rock Springs, Wyoming

Roswell, New Mexico

Thornton, Colorado

Counties of: Sherburne, McLeod and Renville, Minnesota

From 1978 to 1992, Mr. Weber was the ***consulting city planner*** to Vadnais Heights and Oakdale, Minnesota, two developing suburban communities in the eastern Twin Cities.

Downtown Plans:

Mr. Weber's experience in commercial and industrial renewal includes downtown plans for:

Springfield, Missouri; Champaign, Illinois; Stillwater and Northfield, Minnesota

Eau Claire, Wisconsin; and Springfield, Missouri

Bass Lake Road Commercial Area Redevelopment Plan

St. Paul Central Riverfront Pre-Development Analysis

Westgate Business Park

Highway 7, Highway 61 and Brooklyn Boulevard Corridor Plans

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Associate

Neighborhood Plans:

Neighborhood revitalization planning experience includes:

- Perdue Square Plan (Pontiac, Michigan)
- Willard-Homewood Organization Plan
- Phillips Neighborhood Plan, Minneapolis, Minnesota
- Annual activities plans for the Whittier Alliance (Minneapolis)

Transportation-Related Land Use Planning:

Station area planning and design guidelines for:

- Raleigh-Durham regional rail system
- Southeast Wisconsin LRT system
- Twin Cities' commuter rail system

Station area development plans for the Chapel Hill to Durham LRT system

Conducted ***community development planning*** for:

- I-494 Reconstruction Design and EIS (Minneapolis)
- TH 169 Alignment and EIS (northern Minnesota)
- Southeastern Wisconsin LRT Comprehensive Plan
- Hennepin County Comprehensive LRT System Plan & EIS (Minneapolis & suburbs)
- TH 14/52 Alignment and EIS (Rochester, Minnesota)
- TH 252/610 Alignment and EIS (Minneapolis suburbs)
- 79th/80th Street in Bloomington, Minnesota

Land Use/Transportation Research into the Land Use & Transportation Relationship:

Mr. Weber has studied & prepared reports on the interrelationship of land development & fixed-guideway transit systems in suburban & central city locations, and prepared the Trade-Off Analysis for the Central Corridor AA/DEIS in the Twin Cities.

Mr. Weber has compiled and studied a comprehensive library of scholarly publications and planning documents on the relationship of land use and transportation.

Environmental Impact Reports:

Mr. Weber has assisted in the preparation of Environmental Impact Statements for:

- 3,200-acre sanitary landfill in Hennepin County, Minnesota
- I-494, Twin Cities, Minnesota
- TH 610/252, Twin Cities, Minnesota
- Minneapolis West River Parkway, Minnesota
- TH 14/52 in Rochester, Minnesota
- 79th/80th Street in Bloomington, Minnesota
- Savage Fen and Eagle Creek in Savage, Minnesota

Housing and Community Development Assistance:

Housing and community development assistance plans by Mr. Weber include:

- Two Comprehensive Housing Affordability Strategies, a Consolidated Strategy and Plan, a CDBG Plan for Eau Claire, Wisconsin
- Comprehensive Housing Plan for Willmar, Minnesota

Bicycle System Plans:

Mr. Weber's bicycle system work includes:

- Route linking downtown Milwaukee to the Bay View Neighborhood through the Port of Milwaukee
- 5.6-mile East River Bikeway in Manhattan, New York
- Greenways system plan for the St. Louis metropolitan area
- Eight-mile Mississippi River Heritage Trail through Dubuque, Iowa
- System plans for Oakdale and Vadnais Heights, Minnesota; and Eau Claire and Superior, Wisconsin

BRIAN E. MCCOLLOM

Mr. McCollom, a principal with McCollom Management Consulting, has over 25 years experience helping transit systems improve the effectiveness of their planning, management and operations. He has worked for several public and private transportation organizations in the following positions:

- Principal of MacDorman & Associates;
- Manager of the operations planning group for COMSIS Corporation;
- Manager of the transit operations planning research and technical assistance program at the Federal Transit Administration;
- Coordinator of suburban bus service for the Regional Transportation Authority in Chicago; and
- Transportation engineer for the Simpson & Curtin division of Booz, Allen & Hamilton.

MANAGEMENT CONSULTING EXPERIENCE

Management Performance Reviews

Mr. McCollom has extensive experience in performance audits and management reviews. He has conducted over 30 studies of transit systems ranging in size from two-bus, rural systems to the 3,500-bus operation of the former Southern California Rapid Transit District (now the Los Angeles County Metropolitan Transportation Authority). These studies included state reviews of the transit systems in South Carolina and Wisconsin.

Mr. McCollom reviewed the operations of the Metropolitan Bus Authority in San Juan, Puerto Rico. He prepared draft sunset legislation for the MBA that was requested by the Puerto Rico Senate Committee on Urban Affairs. He recently reviewed MBA's progress in meeting the legislation and helped prepare the Secretary of Transportation and Public Works report to the Legislature on the review and a proposed improvement program.

Mr. McCollom worked on the performance audit of the transportation systems in the Minneapolis/St. Paul urbanized area that was mandated by the Minnesota State Legislature. He designed the framework for conducting the required biannual performance audit of the transit systems. He developed performance measures to be used in the audits and applied them in the first transit performance audit.

Mr. McCollom conducted a management review of the Saudi Arabian Public Transport Company for the Saudi government. As part of a U.S. government team, he reviewed the intra-city services in the kingdom and developed a three-year improvement plan.

He recently completed a review of fare collection practices for the Federal Transit Administration. This review involved the conduct of detailed case studies of 15 transit agencies throughout the country. He was the primary designer of a computer-based audit guide of fare management practices and procedures.

Mr. McCollom is key staff person on the National Transit Database (NTD) support contract for the Federal Transit Administration. The NTD is a key data source for most performance audits and management reviews. He helps prepare urbanized area formula database and develops improvements for the NTD data collection and publication process.

Transit Planning

Mr. McCollom has conducted transit studies for small and large transit systems. He recently developed service quality measures and planning standards for the Massachusetts Bay Transportation Authority in Boston. He compared exemplary practices of service quality measurement and service evaluation at peer transit agencies with MBTA practices for major modes – bus, light rail, rapid transit, commuter rail and commuter boat. He designed a formal planning process that includes: 1) specific performance measures, standards and policy objectives for the design and operation of transit services; and 2) a structured approach for evaluating existing and proposed services in the development of the annual service plan.

He directed an evaluation of the planning program at the Lane Transit District in Eugene, Oregon. He designed and conducted interactive workshops with LTD staff to address problems that surfaced in the review.

Mr. McCollom examined data collection and monitoring programs for the Chicago Transit Authority. Mr. McCollom designed a new data collection program and supporting implementation plan and prepared a long-range improvement program.

He analyzed the bus/rail integration issues related to the proposed construction of a regional rail system in the Seattle/Tacoma metropolitan area. These issues included the redeployment of bus service to local suburban areas (27 percent of current system service) and the reimbursement of local bus operators for revenues lost when passengers switch from but to the new rail services. The King County Council considered the findings of this analysis in its decision to allow the Central Puget Sound Regional Transit Authority to hold a special regional transit funding referendum.

Mr. McCollom developed a five-year plan for the six-county Chicago area. He analyzed the operations of eight commuter railroads and 29 bus carriers; developed over 40 service improvement proposals; and created pro forma operating and capital budgets for the 29 bus carriers. The new Regional Transportation Authority carried out most of this plan.

Mr. McCollom recently completed a review of financial capacity and programming practices for the Federal Transit Administration. This study involved the conduct of detailed case studies of transit agencies, metropolitan planning organizations and state departments of transportation in five urbanized areas.

EDUCATION AND PROFESSIONAL ORGANIZATIONS

Mr. McCollom received the Bachelor of Science degree in civil engineering from the University of Minnesota; the Master of Science degree in transportation planning from Northwestern University; and the Master of Business Administration degree in finance from the University of Maryland. He is a registered professional engineer and a member of the American Society of Civil Engineers.

Project Understanding

Reinforce and Expand:

We understand that the City of Lincoln wishes to reinforce and expand on the multi-modal transportation policies and strategies of its recent comprehensive plan and long-range transportation plan to ensure their effective implementation. Those plans call for a more balanced range of travel options and improved mobility for those who are either transit-dependent or choose not to drive. The range of alternative travel modes includes all forms of transit, plus bicycling and walking.

The Comprehensive Plan:

The comprehensive plan is an ambitious and well-crafted document that attempts to lead the community to new practices in design. Its chapters on land use and transportation are nicely integrated, and the transportation chapter has a strong emphasis on transit, bicycling and walking.

Importantly, this study should not attempt to revise or revisit the goals or underlying approach of the comprehensive plan or LRTP but, rather, to find ways to make them more effective.

Procedure and Process:

Further, we understand that the consultant should follow or improve on the work program outlined in the Request for Proposals. The work would be supervised by the City's project manager and a staff management team. There would be a local community planning committee representing a range of stakeholders, plus a broader community outreach program to be proposed by the consultant in coordination with the City staff and the committee. The study should be completed in about one year.

Project Approach

We propose to approach this work not so much as a technical exercise to measure and determine fixes to the bus system, although that is part of it. Rather, we would work with the staff and committee to identify and explore a wide range of ways in which the City can take the comprehensive plan and LRTP "to the next level."

The Essential Question:

The essential question before us is: "How do we get people out of their single-occupant vehicles?"

We know that government at all levels has been subsidizing and promoting driving alone for many decades through transportation and other public works, land use patterns, tax policy, parking availability and charges, and advertising. This is especially true in the Midwestern farm states, where land is plentiful and cheap, and beliefs about individual freedoms are strong.

The solutions to the problem are partial and fragmented, but they are well known, as many other locales have adopted them in one form or another. Thus, the course in Lincoln might include:

- Ask the local public what it would take
- Research what other cities or experts have recommended; emulate cities that have made progress – learn who and what, and at what cost
- Provide certain public improvements, and rank them in priority
- Raise the cost of driving (including parking)
- Reduce the cost of alternative modes (free bus fare)
- Target certain travel markets(university, downtown, new arrivals)
- Conduct a public relations campaign
- Include long-term changes such as land use and urban design
- Set a long-term course of action and some shorter-term, measurable objectives
- Gain the support of the decision-makers and staff

Determining Priority:

We can determine the list of feasible improvements for transit, bicycling and walking without too much difficulty. The important and challenging aspect will be to determine which of them, to what degree, and at what cost are right for Lincoln.

Therefore, our approach emphasizes:

1. Working with staff and the Community Planning Committee to guide the study
2. Using multiple techniques to engage the public into the process
3. Interpreting local data to understand the travel behavior within Lincoln
4. Using various market research techniques to assess community needs and preferences about alternatives
5. Understanding institutional relationships and resource allocations
6. Seeking a multi-disciplinary solution that includes land use and urban design plus transit, bicycling and walking; this is part of an overall, long-term process of community building, not just fine-tuning the transportation network
7. Identifying the most appropriate transit modes for Lincoln
8. Telling a story about a desirable future Lincoln
9. Communicating effectively with a blend of text, graphics and photos
10. Building a case for action founded on the principles of the comprehensive plan, including the economic development chapter.

Key to Multi-Modal Success

The SRF Consulting Group Approach

Visualize attractive futures for community development; involve and inform civic leaders and proponents of change.

Use surveys and focus groups to estimate the cost of changing travel habits.

Build on present multi-modal trends and forces in Lincoln.

Amend zoning and subdivison regulations to include key features.

Adapt other cities' successful formulas; apply best practices in transit operations, bicycling networks and pedestrian systems.

Leverage private market interests.

Improve land use, urban design and street networks.

Use transportation options as an economic development tool.

Subjects:

There is a wide range of subjects that comprise and support an effective program of "multi-modal transportation." As indicated in the RFP, those include:

- All forms of transit
- Bicycle lanes and paths
- Sidewalks
- Land use
- Development density and lot size
- Mixed- and multi-use development
- Site planning
- Street patterns and interconnectedness
- Pedestrian amenities such as trees, awnings, pavings, benches, etc.

Some of the more specific points to refine might include:

- Transit Routes Structure: Work with the transit system manager to confirm or modify the current modified grid pattern for the bus system.
- Coordination of Special Transit Services: Should transit service to special groups be primarily fixed route, special services or some combination of the two?
- Fare-Box Recovery: Why not make bus riding free for a while and build the transit habit?
- Other Transit Services: There are other transit issues that may not have been examined by a consultant in the past (e.g., park-and-ride, contract services).
- Light Rail Transit: Is this a long-term possibility in Lincoln?
- Bus Rapid Transit: As with LRT, is this a desirable and feasible future mode?
- High-Occupancy Vehicle Lanes: A way to increase the person-capacity of a highway.
- Commuter Rail: A link to Omaha on a freight rail line is being studied separately.
- Downtown: In conjunction with the downtown plan that may begin in a few months, examine questions such as land use, density and a transit mall.
- Schools: Access and personal safety.
- Bicycling: Lincoln is a university town, and there seems to be an interest in bicycling (note the bicycle art program) but the community has no on-street striped bicycle lanes.
- Housing Density: Adopt guidelines (or zoning regulations) that promote multiple-family housing as an attractive alternative to the detached dwelling; emphasize graphics and education.
- Mixed-Use Development: Promote the concept from the comprehensive plan of mixed- and multiple-use development in nodes served by transit. Suggest zoning language for mixed-use development zones.

- Perceptions: Long-term attitudinal and behavioral changes.
- Tools: Give teeth to some of the desired changes through amendments to the zoning or subdivision ordinances.

We would meet with the staff to refine the universe of study subjects prior to finalizing a work program and budget. At the present time, the scope of work is not tightly defined, and may evolve in the coming weeks, or even months. We are comfortable starting with a loosely defined planning assignment, as that is the nature of many of our comprehensive planning assignments.

While the comprehensive plan touches on these and other important subjects, there remains room to either refine them or, maybe more importantly, to "give them teeth" through ordinances or guidelines.

Public Involvement:

The community as a whole needs to be given the opportunity to participate throughout the study process. We will take time at the study onset to craft a public involvement plan that identifies our goals, approach and desired outcomes. We want to identify key stakeholders and the means to engage and inform the general community. From this we will be able to agree on the techniques to be used and at what stages of the study these activities will take place. We are well-versed in the use of a wide-range of public involvement techniques including traditional written material and meetings along with newer electronic media such as use of Web sites for posting surveys and findings.

Change or Reconfirm:

This study may modify or debunk certain long-held practices of beliefs in the local community, or it may affirm the course recommended in the comprehensive plan and other plans, ordinances or budgets. Reinforcing and enhancing the concepts of the comprehensive plan is the desired outcome. There are numerous recommended improvements or refinements in the comprehensive plan that can be used as a basis for this plan.

One of our tasks will be to help the community ask the tough questions, and ask them in the right way. We're well suited for that, since defining and resolving issues is at the heart of our work.

An important aspect of modifying or confirming the present course of action will be to confer with people representing the full range of viewpoints on these subjects of transportation and city design. We believe the Community Planning Committee will provide many views, but we anticipate the need to go beyond them for full inclusion.

In order to do that, we will add to our team a market research firm who will assist with the development and completion of needed community surveys and focus group sessions. There are several surveys and discussions that can be considered, including assessing existing travel behavior, reaction to future community development scenarios and preferences toward future travel options. Candidate survey techniques will likely include general telephone, mail-back and

interactive Web sites. Small group and focus group meetings are also effective techniques to solicit input. We are prepared to engage a local firm for this effort or we can make arrangements with a more regional firm with some local experience such as Nu-Stats. We will work with the Study Management Team to identify the best approach.